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A G E N D A

TARGET ORIENTED DISPLAY MEETING
May 9, 1967

1. Introduction and Discussion of Agenda
2. Terms of Reference (Enclosure 1)
 - a. Scope of Terms of Reference
 - b. Issues, if any, existing within the Group
 - c. Plan for developing Terms of Reference
3. Committee Method of Operation
 - a. Presentations during next month (Enclosure 2)
 - b. Use of subcommittees
 - c. Frequency, duration, place of meetings
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Enclosures

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ENCLOSURE 1

TERMS OF REFERENCE

This enclosure discusses a number of questions related to preparing Terms of Reference for the Target Oriented Display.

1. Users and Purpose of Display

The display will be used by a very small and select group including the Secretary of Defense and Deputy Secretary of Defense, the Director of Central Intelligence, the Director of the Bureau of the Budget, and their immediate staffs. Accordingly, the display should:

- a. Depict, in very broad terms, where intelligence resources have been allocated and where they are programmed.
- b. Provide a framework through which the principals can request further studies or can express policy views on resource allocation.
- c. Provide a context for review of the CCP, NIP, NRP, and the CIA program by highlighting areas where the reviews should be coordinated.
- d. Suggest potentially fruitful areas for further analysis of intelligence resources and requirements.
- e. As successive displays are generated, indicate trends in the allocation of intelligence resources.

The initial display (August 15) should be a short report that will be read by the principals. It should be less than twenty-five pages. Appendices, annexes, and enclosures to the main report should be included only where they provide a useful historical record of the deliberations of the inter-agency committee. For example, an annex will be required that explains

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how the committee gingerly converted information from existing resource-oriented management information systems into the highly aggregated target-oriented display contained in the main report.

2. Access to the Display

There are two senses in which access to the display should be limited, particularly during its generation:

a. A collection of data cutting across a number of intelligence programs must be closely held. Should this group or the DCI develop a paper on security aspects of the target oriented display?

b. While the data is being collected, it would be possible to reach premature and irresponsible conclusions. Accordingly, it is essential that the proceedings of the target oriented display panel not be utilized beyond preparation of the target oriented display. Of course, any agency may wish to use its own input to the target oriented display for other purposes.

3. Targets to be Displayed

There are a number of ways in which intelligence resources can be displayed:

a. By force table - Such a display would be analogous to the force structure maintained in the five-year defense plan. Collection, processing and production resources can be displayed in terms of numbers of units, size of unit, capital investment, and operating expense.

b. By target country and function - Resources allocated to countries and functions within countries can be displayed analogous to the program element display used in the five-year defense plan. Individual

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countries may be displayed if allocated resources are large; otherwise, a display for regional areas may be adequate. For some countries, the display would be further classified into military capabilities and economic resources.

c. By functional objective - Certain intelligence objectives exist independent of target country or military capability within a country. Examples are: strategic warning; tactical intelligence capabilities for fighting wars; and internal counterintelligence.

These are only a few of the dimensions which can be displayed. The terms of reference that are developed by June 1, 1967, should not commit the group to a particular set of dimensions and elemental target categories. Rather, the terms of reference should broadly bound the target categories and recognize that their development is an iterative of process. For example, the terms should indicate that:

a. The national and functional breakdown will contain 20-30 basic elements.

b. The final list of elements will depend on the group's judgment of their significance, meaningfulness, and ease of acquiring data.

c. The display should highlight those capital resources that can be recommitted to different target objectives and indicate the flexibility of recommitment.

d. Detail will be collected only to the extent that it makes a difference to the summary report.

e. Wherever possible, existing management information systems will be utilized. Since there will be a lot of proration, much of it somewhat arbitrary, the group will not attempt to develop sophisticated

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4. Time Period to be Displayed

The intelligence resource tables should display intelligence forces from the early sixties to the foreseeable future. The country oriented displays should be prepared for at least three time slices:

- a. sometime between 1962 and 1964;
- b. sometime within six months of today;
- c. sometime three or so years in the future.

The terms of reference should indicate specific time periods and time slices.

5. Resources to be Included in the Display

There seems to be general agreement that the display will include the CCP, CIP, NIP, and CIA programs excluding covert action. There is some question whether all activities within these programs should be included. Some candidates for exclusion are:

- a. parts of mapping and charting;
- b. COMSEC;
- c. counterintelligence and investigative activities.

Initially, data should be collected on all of these activities and areas should be excluded only when the final report is prepared. The terms of reference should indicate areas that might be considered for exclusion.

In addition, there are some candidates for inclusion that are not currently part of the four programs listed above:

- a.
- b. all of part of the SR-71;
- c.

The terms of reference should specifically indicate which additions will be included.

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6. Generation of the Display

The display should be prepared in five phases:

a. During the first phase, which will last until the First of July, the terms of reference should be prepared, they should be reviewed and modified by the principals, and the panel should generate detailed guidance for data collection and analysis. Detailed guidance will include both specific target categories and supporting analyses and exhibits required.

b. During the second phase, which should last until 1 August, CIA, DIA, NRO and NSA should prepare data displays, analyses, and exhibits covering their own resources.

c. During the third phase, which should last until 1 September, the data should be collated, a draft report should be prepared, and this report should be discussed by the panel.

d. During the fourth phase, which should last until 15 September, additional data should be submitted by CIA, DIA, NRO and NSA.

e. During the final phase, which should last until 1 October, the final report should be prepared.

The final report should include:

- a. The display.
- b. A discussion of what the display shows, where it can be misleading, where it is arbitrary.
- c. A precise description of how the display was prepared so that the displays of current and future slices can be redone in succeeding years using comparable rates.

- d. Recommendation for further action.

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ENCLOSURE 2

POTENTIAL BRIEFINGS FOR PANEL

1. CIA

The PPB System

CIA Budget

Views on Target Oriented Displays

2. DIA

The CIP System

Techniques for Improved Intelligence Planning

Views on Target Oriented Displays

3. NRO

The NRP Budget

Views on Target Oriented Displays

4. NSA

The CCP System

CCP Target Oriented Display

Views on Target Oriented Displays

5. COMOR

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